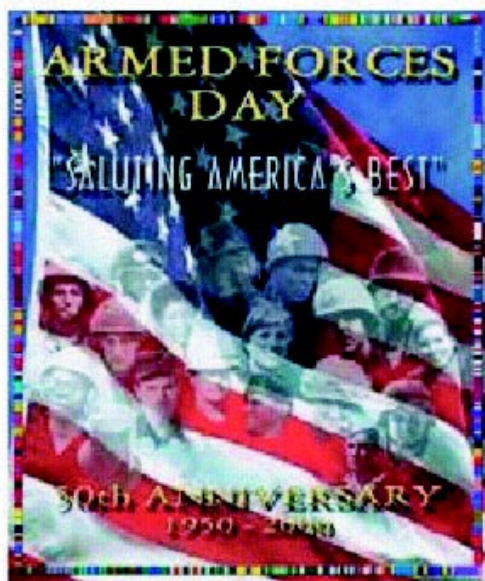


# Hub magazine

U.S. ARMY RESERVE PERSONNEL COMMAND  
APRIL 2000

**THE GATEWAY**  
A special pullout section of the Hub



# ARCH RUN

## HALF MARATHON

# Hub

Vol. 30, No. 6

## COMMANDER

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*On the cover: Read all about  
The Army Arch Run half-marathon  
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# COMMANDER'S CALL

COL. TIMOTHY W. CANNON



## AR-PERSCOM links strategic vision to specific goals, objectives, plans

**A**R-PERSCOM's mission is to provide the highest quality of human resource life-cycle management and services resulting in a trained and ready force in support of the national military strategy.

We accomplish this by supplying a multitude of "products, services and personnel transactions" to millions of "customers" worldwide. Our purpose and the reason for our existence is to provide the right soldier, to the right place, at the right time. Our vision for the future is to conduct our business as an *information age* organization. This requires a different approach to leading and directing the organization through change from a distinctive strategic management perspective.

AR-PERSCOM is a virtual command whose primary customers and assets are invisible to the organization. The majority of our soldiers and customers are not assigned to units but remain as civilian soldiers relying on us for their human resource management needs through the course of their obligation or service. Our products and services are fundamentally transactions or services as opposed to tangible commodities, boxed, shipped, stored and inventoried. This means we must have management systems and methodologies in place to ensure we achieve our mission and fulfill our purpose while aggressively and steadily progressing toward our vision.

An oft-repeated maxim in the business world is, "If you can't measure it, you can't manage it." But unlike the private sector, government organizations do not measure their success via financial statements or stock prices. The proof of our effectiveness remains in our ability to measure the success of our business activities. To that end AR-PERSCOM will introduce the strategic management system known as the Balanced Score Card. The BSC is designed to translate strategy for success into action. Our strategy is "a simple, rational method for proper planning to point you in the right direction in order to fulfill the vision of your organization," according to Dan L. Anglin, Ed.D, in his "Guide to Strategic Planning Manual."

The Balanced Score Card improves upon the standard measurement tools described in financial statements by adding three additional perspectives: Customer, Internal Business Process and Learning and Growth. These perspectives couple internal continuous process improvement of our work processes with the learning and growth of our customer service providers. They will enable us to maintain a focused eye on our vision of providing precision human resource life cycle management at the point of service, regardless of our customers' choice of communication channels.

**W**e will link our strategic vision with specific goals, objectives, and action plans down to the individual level of the organization. Performance measures at all levels of the organization, as detailed on the balanced scorecard, will provide a new way for us to determine where our resources are focused, what needs changing, and how we can improve to be more efficient, effective and responsive.

We will soon deploy our strategic plan with its accompanying balanced score cards throughout the command. Managers and supervisors at all levels will be soon be using these tools to measure individual, unit and ultimately, organizational performance and accomplishments. It is essential we are able to continuously measure our progress, making adjustments in direction along the way to keep pace with changes in mission requirements.

**I**t is our intent to inculcate and institutionalize this strategic methodology into the everyday vocabulary of each and every civilian and military member of this organization. All members of AR-PERSCOM will personally understand how their actions, their initiative, and their perseverance directly contribute to accomplishing our mission.

The congruity of the balanced scorecard strategy with our vision of tomorrow will enable this organization to exceed the standards of excellence set by all of our customers today and into the future. (*Find out more about the Balanced Score Card on page 7.*)

# NCO promotions are driven by needs of service, not needs of soldiers

by Sgt. Maj. Walter Glatthaar

**W**hen you wake up in the morning, and put your uniform on, do you think, "Am I being all I can be?"

As you drive, ride, or walk to work, thinking about the tasks that lay ahead, do you think about what you do that affects soldiers, **YOUR SOLDIERS?**

Are the things you do each day for the Army making a difference for soldiers? Can you say that what you do each day helps improve a soldier's lot. Does the evidence show by what is not tried, accomplished, or fixed that the answer is a "not."

Do the terms "don't care, won't matter, can't, or not my job," define your work-day? Do you think that because it doesn't affect you, you won't work on it or try to fix it. Do you care? Are you afraid of something new? Afraid to open up the subject because it will be more work for you and your unit.

### **YOU GET THE POINT!**

If you have these thoughts and the accompanying attitude, then, you have a problem. We have a problem. The NCO Corps has a problem. The Army has a problem. The problem is dynamic, pervasive, real, and it may be you.

The one uncompromising condition for our employment and profession, is to put all of our energy and resources into taking care of soldiers. It is our sacred charter.

We hold the keys to the answers for our soldiers. To ask the questions, find the answers, and take care of soldiers. NCOs

fix problems. NCOs fix soldiers. NCOs need to fix more soldier problems so our soldiers can become NCOs, better NCOs. There are many soldier problems.

One particular problem is promotion. NCO promotions are driven by the needs of the service, not the needs of the soldiers. All NCO promotions whether centralized or decentralized are demand or "vacancy" driven.

Centralized promotions occur across the spectrum and for the benefit of readiness of the service. Decentralized promotions are "localized" for a particular command or unit for the benefit of readiness for that command or unit.

Mobilization readiness is the key. Commanders at all levels are required to maintain their units at certain levels of mobilization readiness. The service promotion requirements for levels of NCOs by grade and MOS are derived from the services' manning requirements of mobilization readiness. The same analogy applies to decentralized promotions.

**S**oldiers want promotions because it gives them more responsibility and influence. It puts more money in their pocket, more food on the table, and makes their families' lives happier. It provides NCOs the opportunity to develop the leadership skills we expect of them. Soldiers need to get promoted. NCOs need to foster the belief that getting promoted is a good thing. Soldiers need to know that striving for and achieving promotion is a part of the deal. The deal is **being an NCO**.

When soldiers and NCOs don't profes-

sionally mature to and through the higher levels of leadership and responsibility, the soldiers' Career Management Field (CMF) advancement and progression chain clogs up. The CMF career path and its supporting personnel management system then fails to provide the Army the necessary NCOs it needs.

**C**ase in point, the CY98 USARAGR sergeant first class and staff sergeant promotion boards had selection objectives of 1714 and 472, respectively. The selection objectives not filled were 1332 and 156. The total number of soldiers eligible for promotion consideration was 924 and 978. The total number of eligible soldiers non-selected for promotion was 542 and 662.

The last set of numbers are the most startling. The principle reason for selection objectives not being filled and otherwise eligible soldiers being "non selected", was "lack of 'fully' qualified NCOs in the zone." That either means there weren't enough NCOs in a particular MOS in the zone of promotion eligibility, or there weren't enough NCOs that met the fully qualified "cut" line. These are, after all, "best" qualified promotion boards.

Army personnel management systems attempt to provide the correct amount of personnel by type, grade and military occupational speciality (MOS) for units and commanders.

Accession and retention programs attempt to keep those units manned with the right soldiers. When manning problems

*continued on page 6*





Capt. John Manning

# BE ALL YOU CAN BE

*Tool for self-assessment  
is to write your own obituary*

So there you are. You've completed the Primary Leadership Development Course, Basic and Advanced Noncommissioned Officer Courses, and your bachelor's and master's degrees. You are a sergeant first class and won't be looked at for your next formal Army training for another five to six years.

Or, you completed your bachelor's and master's degrees, Officer Basic and Advanced Courses, and Combined Arms Services Staff School. You are a captain and won't be looked at for your next formal Army training for another seven years.

You are thinking, "Great, a long break from education and learning." WRONG ANSWER!

In the February Hub HHC commander's column, I discussed leadership development and the need for those of us who are a part of this command to ensure we are properly developing our leaders. The responsibility was more on the leadership of super-

visors than on the individual soldiers. But this is not to say that you, as individual soldiers, do not have a role in your own development.

Being in between one of the formal Army education time gaps is a prime time for you to continue your personal self-development and self-assessment program. What are your strengths? What are your areas for improvement? What skills do you need for your current and possible future assignments that you do not already have? What do you want to do when you retire or leave the active Army?

It is never too early to plan for your future. One way to think of 'life planning' is to think of it as a bank account.—the earlier you start saving (planning) the more prosperous you will be in the long run.

So where to begin? In order to achieve your goals, in order to strive for your vision, you must first figure out where you are. To find out, you need to conduct a self-assessment. This will help identify your strengths, areas for improvement, likes, and dislikes.

Start by gathering information to determine your interests, abilities, skills and personal values. List your accomplishments, personal traits and characteristics. Remember to include the other people in your life (family, mentors, supervisors, etc.)

Once you have your self-assessment and you know who you are, how well you are, and where you stand, the next step is to find out where you want to be - your end state, vision, or 'commander's intent'. What are your dreams? Where do you see yourself in 3-5-10-20-50 years? As we often ask our children, 'What do you want to do when you grow up?' Be as detailed as you can be. The more detail, the clearer the vision.

A tool Stephen Covey prescribes is to write your obituary (the ultimate evaluation report of your life) the way you want it to read. Again, include the other people in your life (family, mentors, supervisors, etc.) Can they see your vision?

Now comes the tough part. You know where you are and where you want to go, but how do you get there? You need to develop your mission statement and strategic plan (the roadmap that shows

*continued on page 6*

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**Start by gathering information  
to determine your interests,  
abilities, skills and  
personal values.**

**List your accomplishments,  
personal traits and  
characteristics.**

**Remember to include the other  
people in your life --  
family, mentors and supervisors.**

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# VIEWPOINT

## SERGEANTS BUSINESS NCO PROMOTIONS

*continued from page 5*

occur, there aren't enough of the right soldiers, in the right MOS, in the right place, at the right time. Those are problems that personnel managers can fix.

**N**COs can, and must, fix the other problem. The otherwise eligible soldier that can't meet the fully qualified "cut" line. Those are the soldiers that for myriad reasons aren't competitive and don't get promoted. Some of the reasons might be missing or incomplete records, missing or bad NCOERs, missing photos, missing

awards and school certificates, the list goes on. Sometimes it's because of the soldier. That's where NCOs must step in.

NCOs must ensure that the soldiers in their charge have the best records and are the most fully developed that they can be. The Army cannot afford to "not promote" every eligible soldier. We need every single eligible soldier who is otherwise qualified, to be promoted.

NCOs must demand better of their soldiers. In turn, they will demand more of their NCOs.

When we miss an opportunity to promote a soldier, and it's the soldier fault, that's when it becomes our problem to fix. Never let a packet go forward without put-

ting several sets of eyes on it. Take it personally when one of your soldiers is not promoted. Taking care of soldiers, like PT and MOSQ, is a condition for our continued employment.

Soldiers are our business and so are their promotions. NCOs, get involved with your soldiers and help get them promoted. You should know when your soldiers are promotion eligible and you should know when they're not.

Make sure when they are not eligible, it's for the right reasons. When they are eligible, get them promoted. The Army needs them, now!

*Sgt. Maj. Walter Glatthaar works for the Personnel Proponency Office.*

## FROM THE HHC COMMANDER

### SELF-ASSESSMENT

*continued from page 5*

you how to get to your destination). This is where you make a plan detailing all of the activities you will need to conduct to move from your current position to achieve your vision.

**R**egardless of your exact present and future goal, some common tools and skills everyone needs to survive and thrive include:

- communication,
- financial management,
- problem solving,
- decision making,
- planning,
- human relations,
- leadership,
- team membership,
- information management,
- research, and
- the ability to embrace change.

Next comes the critically important part of your self-development. You must act on your mission statement. You must start doing what you need to do to close the gap between where you are and where you want to be:

- ◆ Take the classes you need to work on your areas for improvement.
- ◆ Continue to train and build on your strengths so that they do not become areas for improvement.
- ◆ Attend relevant workshops.
- ◆ Participate in organizations that fit your plan.
- ◆ Network with those who can help you on your vision journey.

- ◆ Conduct in-progress reviews to ensure you remain on track. As the St. Louis Rams say, you've "Gotta Go To Work."

The bottom line is that it is your responsibility to live your life. It is your responsibility to ensure your obituary will read the way you have envisioned. You don't get a second chance to make this a successful operation.

Below is a list of websites that may help you on your "Operation Order for Operation LIFE."

<http://www.fastcompany.com/homepage/>

<http://www.franklincovey.com/customer/missionform.html>

<http://4management.4anything.com/>

[http://www.astd.org/virtual\\_community/](http://www.astd.org/virtual_community/)

<http://www.personalitypage.com/>

<http://www.hqda.army.mil/leadingchange/>

<http://knowledge.wharton.upenn.edu/index.cfm?noid=yes&intro=yes>

<http://www.hbsp.harvard.edu/ideasatwork/index.html>

# AR-PERSCOM embarks on Strategic Plan Initiative

by Maj. Rudolph L. Burwell and  
Charles Letourneau

Strategic Plans come and go, and many gather dust on the proverbial shelf of commanders long gone. Not true of this plan, says AR-PERSCOM commander Col. Timothy W. Cannon.

"The future survival of this organization depends on us having a clear vision and a relevant mission on our role as the military human resource management provider for the Army Reserve," Cannon said.

An AR-PERSCOM planning team met for a three day off-site recently to develop a strategic plan in a facilitated team process. The team reviewed the current vision, "*Provide Precision Military HR Management @ Speed of Electrons*," and the current mission, "*Provide the highest quality personnel life-cycle management and services resulting in a trained and ready force in support of National Military Strategy*," and accepted them as the basic guideline for the plan.

Planners also reviewed and accepted the Army values (Leadership, Duty, Respect, Self-less Service, Honor, Integrity, Personal Courage) as the guide for organizational behavior and decision-making.

"We are a values-based organization, and these tenets will be our guiding principles as we embark on this venture," Cannon said.

The team looked five years into the future and analyzed how the mission may change. Its members looked at who will be future customers, what their requirements will be, and what the product and service mix will have to be.

The team concluded that customers will increasingly demand higher quality and more access to our products and services. The team predicts that pressure to

## Balanced Scorecard: You can't manage what you can't measure

A new methodology will work in tandem with the strategic plan to tie the vision and strategy into how business is done at AR-PERSCOM: The Balanced Scorecard.

Developed by Harvard professor Robert S. Kaplan and organizational consultant David P. Norton, the Balanced Scorecard measures non-financial as well as financial information which gives top managers a quick yet comprehensive view of the business.

According to their book, "The Balanced Scorecard – Measures That Drive Performance," the Balanced Scorecard supplements traditional financial measures with criteria that measures performance from three additional perspectives – those of customers, internal business processes, and learning and growth.

This will enable AR-PERSCOM to align its management processes and focus the entire organization on implementing long-term strategy.

outsource will increase as will operations tempo, but resources will not.

AR-PERSCOM will have to become more efficient and utilize technology more effectively to serve its customers through more timely, reliable, accurate and accessible information.

The Strategic Plan has 11 goals. The first two address mission:

- Ensure there are trained and ready soldiers to meet select reserve and mobilization requirements.

- Provide accurate and reliable information in a technologically advanced and responsive manner.

The next goal addresses customer perspective:

- Improve customer satisfaction/service.

The next five address internal processes:

- Strive to achieve 100 percent operational requirements.

- Strive to meet 100 percent statutory and regulatory compliance and customer human resources needs.

- Ensure veterans are receiving 100 percent entitlement benefits in a timely and accurate manner.

- Strive to achieve 100 percent of the reserve personnel requirements.

- Ambassador/champion the mission of AR-PERSCOM to constituencies and stakeholders in order to communicate its role as a valued and vital partner in the U.S. Army in support of the national military strategy.

The last three goals address learning and growth:

- Partnered with Union, AR-PERSCOM will have a valued, highly skilled work force motivated by opportunities for growth, and AR-PERSCOM will link rewards and recognition to performance.

- Develop highly skilled professional work force.

- Maximize application of technology to execute AR-PERSCOM's business processes in support of its mission.

"It is a given that we must improve and become more efficient to survive," Cannon said.

The plan acknowledges that customers and stakeholders will impact how this organization will function in the future.



# A Shared

**The essential  
provider for  
training and  
support  
operations,  
engaged  
worldwide with  
ready units and  
soldiers.**

*by Staff Sgt. Jack Siemieniec*

WASHINGTON (Army News Service, Jan. 27) — The Army Reserve will tap into the civilian skills of its soldiers, expand its training role and begin pre-positioning its equipment, said its top officer at the Reserve Officers Association Mid-Winter Conference.

The Army Reserve is “not just for emergency use only anymore,” said Maj. Gen. Thomas J. Plewes, chief of the Army Reserve, as he revealed his vision for the organization’s future.

Plewes made a case for increasing full-time manning at Reserve units and doing a better job at recruiting. He also said he felt the force should have no more manning cuts in its future.

In his speech, Plewes said the challenge is transforming the Army Reserve in support of The Army Vision.

In October 1999, Army Chief of Staff Gen.

Eric K. Shinseki presented the Army Vision, that the Army be on point for the nation, persuasive in peace, invincible in war.

Shinseki said his goal was a strategically responsive force — agile, versatile, lethal, survivable, deployable and sustainable.

“So I have to tell you up front here today,” Plewes said, “there is not an Army Reserve vision separate from the Army’s vision. No, my vision helps make the Army’s vision a reality. Our task during the next decade is to be quick on our feet, responsive to the needs of the Army.”

Plewes said the Army Reserve vision is to be “The essential provider for training and support operations engaged worldwide with ready units and soldiers.”

“It’s not just a slogan,” he said. “These 15 words embody the spirit of our direction for the Army Reserve of the future; how we’re going to remain what we are today - an effective and integral part of the Army. Everything we do will be directed toward that purpose.”

Plewes said he thought the era of personnel cuts is over.

“I believe that our traumatic decade of decline is behind us. It’s been a tough 10 years for the Army Reserve. We’ve downsized 36 percent; we’ve lost major headquarters; half of our ARCOMs (Army Reserve Commands) went away. We’ve taken the hard choices and today we have a streamlined Army Reserve.

“The fact of the matter is today we stand here with an Army Reserve for which I can say further reductions will actually reduce the Army’s ability to meet national security strategy,” he said.

In December 1999 Secretary of Defense William Cohen deferred the cutting of the last 25,000 reserve component troops recommended under the 1997 Quadrennial Defense Review, citing their increased responsibilities helping the Army maintain its obligations.

During a short press conference after his speech, Plewes said he felt the question of the 25,000-soldier cut called for in the last QDR is not resolved, only postponed.



Photo by Lt. Col. Randy Pullen

Following the Chief of Staff of the Army Recruiter of Excellence Awards Ceremony in the Pentagon Jan. 21, Maj. Gen. Thomas J. Plewes (left), meets with the top Army Reserve recruiters for some valuable feedback on recruiting. The recruiting challenge is a top item of concern to the chief of the Army Reserve. The command sergeant major of the Army Reserve, Command Sgt. Maj. Alex R. Lackey (center), is also on hand to hear from the best USAR recruiters.



# Vision



He said owing to the fact that these positions are no longer in the budget, the savings associated with their scheduled cut must be found somewhere else.

For example, the Department of Defense reimbursed the Army the \$48 million it would have saved in fiscal 2001 had the cuts gone through. But, he said there is still a question about the \$150 million savings that were factored in for fiscal 2002 and money in the years beyond.

"Over the course of the five-year period, the Army took a look at what it would save had it taken the required cut and it amounts to somewhere between 600 to 800 million dollars.

"So we've still got to face the dollar issue. If we retain the 25,000, someone has to find the money to pay them, because the money is essentially outside the budget," he said.

However, Plewes said he felt confident no one involved in the decision-making process, including Congress or Defense officials, was eager to make more cuts in personnel. He said the evolving and expand-

ing missions of the Guard and Reserve since the time these cuts were dictated gave him hope a solution would be found.

Plewes said over 13,000 Reserve soldiers have served in Bosnia, Germany and Hungary over the last three-and-a-half years and another 7,000 served in Guatemala and El Salvador last summer conducting relief efforts after Hurricane Mitch.

He also said during the press conference there are currently three Presidential Selected Reserve Call-ups in effect, in Kosovo, Kuwait and Bosnia.

"The Army today is undersized and overmissioned, and we're part of not only that Army, we're part of the solution," he said.

To continue to perform successfully, Plewes said the Army Reserve must do a better job at recruiting. He said last year there was a 10,500 shortfall of new soldiers, although retention of those already in was up 4.8 percent. This allowed the Reserve to maintain its desired end strength of 205,000 people in over 2,000 units.

Even though deployed more, both for

operational and training purposes, than at any other time in its history, Plewes believes it is no coincidence that the Reserve is readier than ever and full-time support at units is at its highest levels ever, yet more is needed.

"Full-time manning is a readiness issue. It's not simply a matter of equity or a matter of being nice. It is absolutely required for our readiness," he said.

"We need 1,800 more AGRs (Active Guard and Reserve soldiers) and 1,400 more military technicians. We need them out in our units today to make our possibility of having the kind of readiness that we owe the Army a successful factor," Plewes stressed.

He said the Army Reserve will play a big part in the Army's goal of strategic responsiveness.

"Gen. Shinseki has said that we are now 'The Army' and we are, but we can still embrace and capitalize on those things that make the Army Reserve unique. Not just for the betterment of the Army Reserve but for the whole Army," Plewes said.

## AR-PERSCOM meets challenge

### Personnel management takes an 'intense' focus

by Col. Michael Coker  
Director, Plans Directorate

Although far from the center of decision-making in Washington, D.C., the Army Reserve Personnel Command's intensive management of its Reserve population will play a major role in the realization of the USAR vision.

At the Army Reserve Personnel Command caring for the Individual Ready Reserve soldier is the agency's bread and butter. Great pride is taken in providing the best possible human resource life-cycle management for members of the IRR. Today however, as the strengths of the Active Army, Army National Guard, and Army Reserve continue to decline, the Army is demanding much more from its IRR soldiers.

The IRR is not only a prime source for prior-service recruiting to fill Active, Guard, and Reserve units, but its soldiers are also in high demand for use in exercises and operations supporting com-

mander in chief and major command commanders, small-scale contingency operations, and special operations such as counterdrug support.

Because of this increased demand and the decreased number of career managers at AR-PERSCOM, the ability to provide adequate human resource life-cycle management to the entire IRR is suffering.

As a result, the command developed a new initiative to better manage the IRR and ensure pre-trained individual manpower is available to meet increasing demands for these soldiers. The solution has been development of a program to intensively manage a subset of the IRR. This subset includes grades, military occupational specialties (MOS), and areas of concentration (AOC) that are critical to support the national military strategy (NMS) and the Army's needs.

The concept of the program to intensively manage a subset of

*continued on page 20*



**A web-based information database detailing the civilian skills of selected USAR members in a searchable format in order to provide commanders a tool for assessing critical skills.**

## Does the USAR know your true value?

by Maj. Stephen Dalzell and Maj. Rhonda Smillie

The Army Reserve's citizen-soldiers bring many skills to the table. Often, some of their greatest talents are acquired through training received from civilian employers, not through military schools. For example, many Active Guard/Reserve soldiers and military technicians have second jobs or own their own businesses.

Through these channels members of the USAR receive training on a myriad of topics. However, until recently, the USAR did not have the means to capture this valuable information and could not capitalize on these additional skills. Many reservists may have been willing to lend their unique, civilian skills to the cause but because the USAR never tracked these valuable assets, they were never asked to help.

The USAR has recognized this failure. Today, the tool for reservists to share the skills they possess now exists and is easy to use. It is the Civilian Acquired Skills Database, or CASDB (pronounced "CASS dee bee"). Army reservists can register by logging onto the easy-to-navigate web site at:

**[www.citizen-soldier-skills.com](http://www.citizen-soldier-skills.com)**

Over the last decade, the Army's missions and thus the USAR's missions have become less like traditional warfare. There is a growing need for more than traditional military skills. Today's missions — nation-building in the Caribbean, peacekeeping in the Balkans, supporting information operations within the United States, preparing for homeland defense and weapons of mass destruction response — all require reservists with up-to-date civilian skills.

At the same time, reservists are more mobile than ever often changing homes, jobs and skills faster than the personnel system can track.

The chief of the Army Reserve, Maj. Gen. Thomas J. Plewes, through his Office of Strategic Initiatives, authorized the development of CASDB to meet these challenges. The program is still evolving as potential uses are explored and all the "bells and whistles" are added. CASDB is online today, capable of tracking thousands of different skills, and is accessible to any reservist with an Internet service provider.

When first connecting to the site, a reservist is asked for basic information, including name and Social Security number, and receives a password. Once logged in, the soldier sees a series of screens displaying military and civilian skills, languages and other data in the soldier's official record in the AR-PERSCOM database.

Some fields cannot be changed — such as a soldier's rank and security clearance — however, other fields ask the soldier to record any new information, such as most recent language scores; or they solicit additional information such as e-mail addresses.

Currently, CASDB is a "stand-alone" database so inputting data does not update official records. Soldiers must continue to stay in contact with their personnel managers at AR-PERSCOM and military technicians must keep their units informed, particularly to update current addresses and telephone numbers.

When soldiers identify current and past occupations they may be shown a list of component skills found in each vocation and asked to evaluate their proficiency in each. For example, software engineers are not interchangeable so the program asks them to identify which programs and systems in which they are most proficient. Pilots are asked which planes they fly; musicians are asked which instruments they play, and so on.

What do reservists get in return for registering in CASDB? In a word, opportunity.

By providing detailed information on all individual skills, the USAR will be able to put soldiers on the "short list" to help meet particular Army requirements. Rather than doing the "same old thing" for annual training, reservists may be asked to do something new, something that directly applies skills mastered in civilian occupations.

Registering on CASDB does not change the terms of a soldier's service and the needs of the unit will be considered first. However, by not registering, reservists can miss out on unique opportunities to use their valuable civilian skills.

For units, CASDB will provide a means to better maintain information on soldiers currently assigned, as well as help identify soldiers who have specific skills needed to meet specific requirements.

For more information about CASDB, check out the website or e-mail [zpa@arpstl.army.mil](mailto:zpa@arpstl.army.mil)

*Maj. Stephen Dalzell and Maj. Rhonda Smillie work in the AR-PERSCOM Personnel Proponency Office.*



# THE GATEWAY

Information for the USAR Full-Time Support Community



A special pullout section of the Hub

## Army will adjust DOR for some RC captains

by Staff Sgt. Jack Siemieniec

WASHINGTON (Army News Service, April 12, 2000) -- Army officials announced they will review the records of about 5,000 Army Reserve and Army National Guard officers over the next year to adjust their dates of rank to captain.

The action affects reserve component officers who were considered for promotion from November 1997 to the present and found themselves subjected to promotion time-in-grade policy changes.

Depending on what mandatory promotion selection board considered them, an officer's date of rank may be adjusted by anywhere from two weeks to a year or more earlier than what it is now.

Army officials are administering the program in phases over the remainder of the calendar year and into next year. Affected officers who are in the first phase should receive notification by early June. The issue prompting the date of rank review originated when the Army revised reserve promotion policies.

Prior to October 1996, reserve officers generally served three years as a second lieutenant, then four as a first lieutenant before being promoted to captain by mandatory promotion boards. How-

ever, under the Reserve Officer Personnel Management Act, or ROPMA, effective Oct. 1, 1996, reserve component officers generally serve two years as O-1 and five years as O-2, explained Lt. Col. Vic Vickers. Vickers is a personnel policy integrator in the Office of the Deputy Chief of Staff for Personnel.

"When it implemented ROPMA in October 1996, the Army did not grandfather second lieutenant time-in-grade in excess of two years," Vickers said. "Army mandatory promotion board policy required officers who received their appointments during a period of approximately three-and-a-half years to serve over two years as a second lieutenant and then five years as a first lieutenant. These officers had been promoted to first lieutenant before Oct. 1, 1996 (when the new law came into effect). Some officers appointed during this three-and-a-half year period have been required to serve eight years as a lieutenant.

"Reserve officers appointed before then generally served seven years as lieutenants; reserve officers appointed after the affected year-groups will generally serve seven years as lieutenants. So, as a matter of equity," he said, "the Army wants to make it seven years' service as a lieutenant for these officers as well."

*continued on page 18*

## *Plus-up mission: Accomplished; Next step: Improve customer service*

by Staff Sgt. Lisa Nave

Last year, with the Active Guard Reserve (AGR) 1,000 plus-up, the Full Time Support Management Directorate's mission and main focus was accessions. With that mission objective met, your Reserve units are filled with more AGR support personnel. This fiscal year, FTSMD implemented another new mission: to improve and provide excellent customer service.

FTSMD personnel management staffs are participating in training sessions that will help fine tune customer service and communication skills. We're putting our heads together and discussing ways to improve and better our customer service image. The AGR soldier out in the field is the very reason FTSMD exists. Our job is

to provide you with life-cycle career management assistance.

Having a customer population increase now of over 13,000 soldiers means an increase in records, requests and all other functions involved with maintaining your AGR careers. The incoming mail is constant. Take note of some tips that will help expedite the requests and records you send in.

**Military personnel records jacket (MPRJ) or career management information file (CMIF) documents.** If you are sending documents to add to your MPRJ, such as past evaluation reports, certificates of training, awards, etc., send them directly to the Records Team.

Many soldiers send these documents to

*continued on page 14*

## AGR officer count now overstrength

The Active Guard Reserve officer account is currently overstrength, and the chief of the Army Reserve directed the Full Time Support Management Directorate to manage AGR office strength to the authorized level.

In an effort to reduce AGR officer strength, FTSMD has slowed down actions to access officers into the AGR program, according to FTSMD director Col. Barry B. Gallagher. Individuals who have orders will be allowed to continue their plans to enter the AGR Program. FTSMD officials will focus their efforts on filling specific shortages by branch and functional area for the remainder of fiscal year 2000. On April 15, time on the Order of Merit List was extended by six months.

# From the sergeant major



## FTSMD enlisted leader has experience

by Sgt. Maj. Terry W. Marmaduke

This is my first contribution to this publication as the new directorate sergeant major. I reported for duty Nov. 1, 1999, replacing Sgt. Maj. Mike Francisco. Sergeant Major Francisco has taken over responsibilities as the Senior Enlisted Manager, Senior Officer and Enlisted Management Office (SOEMO). Francisco replaced Master Sgt. Mike Elliott, who was selected to become the first sergeant, Headquarters and Headquarters Company, Army Reserve Personnel Command.

As a way of introduction, let me give you a little background on where I've been, what I see as some of the challenges on the enlisted side, and some information on new initiatives.

I separated from active duty in 1980, and entered the Active Guard Reserve Program (AGR) in 1982. Previous AGR assignments include, Chief, Personnel Service Support Team (PSST), Fort Devens, Personnel Staff NCO, 241<sup>st</sup> Medical Group, NCOIC, Personnel Service Support Team, Fort McPherson, Personnel Management NCO, Team Chief, Branch Chief and Division Chief, Enlisted Management Division, Full Time Support Management Center (FTSMC), Administrative NCO, 143rd Transportation Command, Manpower Analyst and Directorate SGM, Force Development, Army Reserve Command, and Senior Reserve Enlisted Advisor, United States Central Command. As you can tell, between PSSTs and FTSMC, the majority of my AGR career has been spent in support of AGR enlisted management. Selection for FTSMD sergeant major, providing support to our outstanding enlisted force, has been a goal of mine since

I entered the program.

These are some of the challenges I see confronting the enlisted side as I enter the third month in this position:

Reestablishing credibility with the enlisted force. Understand many of you had problems last fiscal year reaching your manager, and getting prompt replies to your requests for personnel actions. This was due in large part to the accession mission driving the train. However, that mission accomplished and behind us, we are committed to doing a much better job of supporting our soldiers and commanders. I believe you will see, if you haven't already, a more responsive, focused effort on our part to regain your trust and confidence.

Conditional promotions. Entering our fifth year with AGR conditional promotions, we still have many problems to overcome. Problems include; Noncommissioned Officer Education System (NCOES) no-shows, soldiers reporting overweight and/or with temporary profiles, and soldiers who are unable to pass the Army Physical Fitness Test (APFT). If you have questions concerning conditional promotions, please refer to Change 4, AR 140-158, Enlisted Classification, Promotion, and Reduction. Publishing reduction orders is not a task our managers enjoy. However, reduction is a requirement for no-shows, academic failure, removal for cause, and those denied enrollment. Reduction causes embarrassment, places soldiers behind their peer groups, is a financial burden, and could lead to elimination under certain circumstances.

Temporary physical profiles. Understand that promotion boards take a very dim view of soldiers who stay on tempo-

rary profiles, for two, three, four or more consecutive rating periods. It also contributes to soldiers being unable to complete NCOES requirements associated with conditional promotions.

All of us are subject to illness or injury, but we must do everything in our power to ensure a temporary profile is just that – temporary. If the physical condition leads to the issuance of a permanent profile, ensure you take and pass the APFT within the limitations of that profile.

There are two new and exciting initiatives underway for the enlisted force. First, the chief of the Army Reserve, signed a memorandum Dec. 29, 1999, establishing an AGR First Sergeant Program. The purpose of the program is to enhance unit combat readiness, provide day-to-day leadership and staffing to improve individual and team proficiency, unit retention programs, duty Military Occupational Specialty (MOS) qualification rates, and soldier and family support programs. We are currently in the process of identifying highly motivated NCOs to fill these positions. We hope to have these soldiers trained and at their units by late spring or early summer.

Secondly, a USAR AGR Enlisted Career Modeling Strategy Work Group was established to provide the CAR with an integrated and viable career modeling and objective force system, that enhances readiness and improves the USAR ability to execute AGR resources. As the work group makes progress, updates and recommendations will be provided to the CAR on force structure, and AGR personnel management and assignment issues. We'll keep you up to date on the process as things develop.



# From the eagle's nest



## *Feedback called 'breakfast of champions'*

by Col. Barry B. Gallagher

As the director of the Full Time Support Management Directorate at AR-PERSCOM, I get a lot of feedback, and it comes in a variety of forms. It can be in the form of criticism, or praise. It can be packaged in written reports, charts or numerical summaries. It comes to us in completed survey forms or unsolicited comments from happy or dissatisfied customers.

Whatever form it may take, and whatever manner it is delivered is not important. What is important is that feedback is critical to monitoring the successes and shortcomings of our organization. Feedback is one of the best ways that we can look at our processes and learn if we are successful in our work or whether we have significant problems with the services that we provide to our customers.

Motivational author and speaker Tony Robbins says that feedback is the "breakfast of champions." I agree with Robbins that feedback is an important part of the process of being and doing our best. I don't believe that you can get better without a lot of feedback -- both good and bad.

Athletes train and compete in athletic events to see how they compare to the rest of their competition. If their times or scores are high, they will continue a similar manner of training to achieve similar or greater results. However, if their performance is below expectations, then major changes may be required to achieve the desired level of activity.

I want my soldiers and civilians to perform like champions, and feedback is a valuable tool that can help us gauge our organizational and personal success. We don't like to hear from an irate customer who writes us a nasty note about his most recent personnel action, but when we make mistakes we must acknowledge them and learn from them. I want our customers and the FTSM work force to understand the value of all feedback in the Personnel Life Cycle Management process.

Commanders and soldiers in the field to provide us with the feedback we need to gauge our success and make improvements,

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I want my soldiers and civilians to perform like champions, and feedback is a valuable tool that can help us gauge our organizational and personal success.

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when necessary. When we do something good, tell us, and when we fail to meet your legitimate expectations, tell us that too. If you think a process that we use is "broke," tell us how you think it can be better.

I receive numerous e-mails, telephone calls and memorandums each month, complimenting my staff on a job well done, and I also get complaints. I use the complimentary communications to reinforce the actions and attitudes that will maintain or increase that good performance. I place a high value on positive criticism that is specific and worthwhile because it helps us identify errors that can be fixed through training and positive changes in our processes. I encourage our customers to tell us when FTSM meets or exceeds expectations and I want to know when we miss the mark.

I firmly believe that the biggest room in any organization is the room for improvement. With your feedback, positive and negative, we will continue to improve as individuals and as an organization.

**MISSION: ACCOMPLISHED**  
**NOW IMPROVE CUSTOMER SERVICE**  
*continued from page 11*

your MPRJ or CMIF. The fastest way to get those documents into your MPRJs to send these directly to the Records Team. Last names beginning with A through GO is Records Team 1, last names beginning with GR through O is Records Team 2, and last names beginning with P through Z is Records Team 3. Address the label to the Record Team who services your last name after the office symbol. Here's a sample label:

Commander, U.S. Army Reserve Personnel Command

ATTN: ARPC-ARE (Records Team 1, 2 or 3)

1 Reserve Way

St. Louis, Mo. 63132-5200

**Promotion packets.** Use the Records Team address as stated above, and add in parenthesis the promotion board to which you are replying and your last name (SFC Prom/QMP Brd/LAST NAME).

Other individual records type requests processed by the Enlisted Records Section include requests for your DA Form 2A and 2-1, microfiche requests, requests for awards, and statement of service (DA Form 1506) requests.

The best way to contact the Records Team with your request is to fax or e-mail your requests. The fax number is commercial (314) 592-1243/1240. If you are forwarding documents for name change or to update your record, such as Record of Emergency Date (DD Form 93) and your Serviceman's Group Life Insurance forms (SGLI), mail these documents directly to the Records Team, without adding the last name to the office symbol [(ATTN: ARPC-ARE (Enlisted Records))].

**Officer Evaluation Reports (OERs) and Noncommissioned Officer Evaluation Reports (NCOERs).** Unit administrators forwarding original OERs and NCOERs on AGR soldiers must send them directly to the Evaluations Section. The office symbols are ARPC-EE for enlisted evaluation reports and ARPC-EO for officer evaluation reports.

**Active Guard Reserve applications.** Personnel Actions and Services Directorate houses the section that receives, processes, and boards applications for the AGR program.

All AGR applications must be sent to: ARPC-PSV-BB. Command recommendations should not be included in AGR packets. They must be sent through the chain of command to the appropriate regional support command and then to the FTSM regional accounts managers. The regional support command will review it and forward the command recommendation to their regional accounts manager point of contact.

**Re-enlistments and extensions.** The soldier's primary military occupational skill (PMOS) must be included in the upper right hand corner of the DD 4/1, DA Form 4836, Oath of Extension or Re-enlistment. If it is not provided, researching the soldier's social security number is an additional step taken in order to determine which reenlistment technician should process the form.

**DA FORM 4187, Personnel Action.** When submitting requests on a 4187, it is helpful to add PMOS in item 5. Otherwise it requires additional time to research the soldier's social security number for correct routing.

**Priority mail.** If you take the additional time and money to send your correspondence via accountable mail -- be it certified, priority, or express -- it is received in the centralized mail room first and then routed to the office to which it is addressed. It takes three to four days after the centralized mailroom receives your accountable mail before the office you are sending it to actually receives it. All other types of incoming mail and distribution are handled on a "first come, first served" basis.

Customer service is a two-way street. Each and every piece of mail represents a soldier in the field. Your concerns are important and as well as handling your requests as soon as possible. And easy on the scotch tape: It takes time out of your PMO's day to struggle with an envelope that Beetle Bailey has put a dozen pieces of tape on!

**Customer service is  
a two-way street.**



**The Gateway**  
**A special pullout section**  
**of the Hub**  
Spring 2000

**Story coordinator**  
Master Sgt. Janet DeVos  
Full Time Support  
Management Directorate  
AR-PERSCOM

This insert provides information of an advisory and informative nature concerning USAR full-time support and is distributed to all AGR and military technician personnel as well as to the employees of the U.S. Army Reserve Personnel Command, or AR-PERSCOM. This insert is governed by Army Regulation 25-30.

For story ideas, send electronic mail, or e-mail, to:  
janet.devos@arpstl-emh2.army.mil

For editing, layout and design questions:  
andrea.wales@arpstl-emh2.army.mil

Comments can also be sent to:  
AR-PERSCOM  
ATTN: ARPC-ZPA/Hub editor  
or ATTN: ARPC-AR/Ops NCOIC  
1 Reserve Way  
St. Louis, Mo. 63132-5200

AR-PERSCOM Public Affairs telephone numbers are:  
(314) 592-0726, DSN 892-0726.

To change your address, contact your personnel manager.

# Today's Mil Tech

## *Mil Tech Support Office closes*

The Military Technician Support Office at the U.S. Army Reserve Personnel Command, or AR-PERSCOM, ceased operations April 1.

The office, staffed with three military technicians, began operation in 1993 as part of the Full Time Support Management Center (now Directorate). The office was established to be involved in the development, implementation and long-range planning that

would enhance personnel management for all USAR military technicians.

In 1998 the chief of the Army Reserve designated the U.S. Army Reserve Command to administer the USAR Military Technician program. With the subsequent establishment of the Military Technician Branch at USARC, the functions formerly accomplished by the MTSO have been transferred to the USARC staff.

## MTs can now use military leave for IDT

by Debbie Johnson-Taylor  
Office of the Deputy Chief of Staff  
for Personnel,  
U.S. Army Reserve Command

The Authorization Act for Fiscal Year 2000 entitles military technicians to use military leave for periods of inactive duty training (IDT).

The act authorizes military technicians leave without loss in pay, time, or performance or efficiency rating for inactive duty training.

Military technicians are to enter their mili-

tary leave for periods of inactive duty training on the time and attendance record for input in the Defense Civilian Pay System. A copy of the leave and earnings statement (DFAS Form 702 - military) must be provided to the time and attendance keeper to certify that the duty was performed.

The DFAS Form 702 should be submitted to the supervisor and the time and attendance keeper within 15 days of the duty performance dates.

Military technicians must forward a copy of the DFAS Form 702 to the Fort McCoy, Wis., pay office as certification that the

duty was performed.

However, if the military technician drilled for points only, the Record of Individual Performance of Reserve Duty Training (DA Form 1380) should be submitted. Therefore, the leave and earnings statement or the DA Form 1380 must be received by the pay office within 30 days of the duty performance dates.

All documentation must be mailed to Directorate of Business Services  
ATTN: AFRC-F-M-BSR-RC  
1951 Post Road  
Fort McCoy, Wis. 54656-5235.

## *Recruitment bonus/PCS now available for some*

by Phillip A. Willson  
Military personnel management specialist  
ODCSPER, USARC

A recruitment bonus (\$3,000) and first duty station permanent change of station is now available for certain "hard to fill" unit administrator and unit administrative technician military technician positions.

A first duty station PCS is also available for some "hard to fill" heavy mobile equipment repairer (HMER) and a few small arms repairer (SAR) vacant MT positions.

The positions are located at reserve centers and maintenance facilities across the country. The recruitment bonus is not available for current employees.

Eventually, 25 UA/UAT, 22 HMER, and three SAR hard to fill vacancies will be announced with the incentive(s) to improve the fill rate for these positions.

In order to retain the incentive(s), you must remain in the position for a full 12 months immediately following the appointment.

To determine "how to apply," read the announcement and follow the instructions. In order to be considered for these positions, you must have an application on file at the Civilian Personnel Operations Center in Rock Island, Ill.

More information on the application procedures can be obtained by calling the Civilian Personnel Advisory Center at Fort McCoy, Wis., at (608) 388-2664 or by visiting the web site at:

<http://newweb.ria.army.mil/cpoc/jobs/jobkits/jobkits.htm> or

<http://www.usajobs.opm.gov>

# Capitol Hill update

by Jim France  
Military personnel specialist  
Office of the Deputy Chief of Staff  
for Personnel,  
U.S. Army Reserve Command

Feel free to read the text of legislation that affects military technicians and find out its status at the following web addresses:

[www.senate.gov](http://www.senate.gov)  
[www.house.gov](http://www.house.gov)

## Senate Action

### S. 36

- To amend Title 5, U.S. Code, to provide for a program under which long-term care insurance may be obtained by federal employees and annuitants.
- Introduced by Sen. Charles E. Grassley, R-Iowa, Jan. 19, 1999
- Cosponsors: two
- Referred to Committee: Governmental Affairs, March 8, 1999

### S. 717

- Partially repeal a law (Government Pension Offset) so that annuitants could keep more of their spouses' Social Security benefits. Retirees could keep up to \$1,200 a month in combined benefits. Spousal Social Security benefits still would be reduced above that \$1,200 amount.
- Introduced by Sen. Barbara Mikulski, D-Maryland, March 25, 1999
- Cosponsors: 16
- Referred to Committee: Senate Finance, March 25, 1999

### S. 1472

- To roll back 1997 legislation that raised employee retirement contribution rates from 7 percent to 7.5 percent of salary for CSRS and from 0.8 percent to 1.3 percent for FERS. This bill would return contribution rates to the lower levels earlier than the 2003 date.
- Introduced by Sen. Paul Sarbanes, D-Maryland, Aug. 2, 1999
- Cosponsors: nine
- Referred to Committee: Government Affairs, Aug. 2, 1999

## House Action

### H.R. 1079

- To provide for equitable retirement for military reserve technicians who are covered under the FERS or CSRS
- Introduced by Rep. Neil Abercrombie, D-Hawaii, March 11, 1999
- Cosponsors: 45
- Referred to Committee: Government Reform, to Subcommittee, Civil Service, 3/19/1999

### H.R. 1111

- To amend Title 5, U.S. Code, to provide for the establishment of a program to provide long term care insurance to federal employees and annuitants.
- Introduced by Rep. Constance A. Morella, R-Maryland, 3/16/99
- Cosponsors: 143
- Referred to Committees: Armed Services, 3/29/1999, and Government Reform, 3/16/1999

### H.R. 742

- To abolish Windfall Elimination Provision (WEP), allowing CSRS employees to collect Social Security benefits they may have earned in addition to their federal pension.
- Introduced by Rep. Max Sandlin, D-Texas, 2/11/1999
- Cosponsors: 46
- Referred to Committee: House Ways and Means, 2/11/1999

### H.R. 860

- To make the Windfall Elimination Provision (WEP), which reduces a retiree's pension, apply only to people whose combined monthly income from benefits exceeds \$2,000. For retirees with benefits between \$2,000 and \$3,000 a month, the provision would apply on a graduated scale. For those receiving more than \$3,000 monthly, the WEP would apply fully.
- Introduced by Rep. Barney Frank, D-Massachusetts, 2/25/1999
- Cosponsors: 99
- Referred to Committee: House Ways and Means, 2/25/1999

### H.R. 1217

- To partially repeal the Government Pension Offset (GPO). Same as S. 717 above.
- Introduced by Rep. William Jefferson, D-Louisiana, 3/23/1999
- Cosponsors: 203
- Referred to Committee: House Ways and Means, 3/23/1999



# Plain talk about your board packet

by Maj. Cerie Kimball

Command, professional development and promotion boards require significant attention to detail by the officer submitting a packet for review.

Opportunities continue to emerge for the Active Guard Reserve (AGR) officer to further their careers. Don't let an opportunity for higher rank, command, or professional schooling pass you by for *your lack of attention and timeliness*.

You must be ever vigilant to insure your packet submission portrays you at the best advantage. Following are some basic tasks to incorporate into your plan of action for submission of your board packet.

**First task:** Read carefully the board's Memorandum of Instruction (MOI), i.e., know the problem. Each board may have slightly different instructions. It pays to read the instructions carefully to ascertain the "ins & outs" of your particular board.

**Second task:** Gather information for the packet and place in logical order as dictated on the MOI.

**Third task:** Ask an experienced third party to critique your packet. Mail the packet yourself — do not give this responsibility to someone else, no matter how much you trust him or her.

**Last task:** Submit your packet to the President of the Board, not your Personnel Management Officer (PMO). Allow sufficient time for receipt of your packet by the board before it convenes. Overnight mail arrives at AR-PERSCOM's front door not the office of the Board President, which normally takes a few extra days. Insure you backward planned adequately. The responsibility for a complete, correct, and timely packet submission rests on your shoulders.

## *Some tidbits on packet submission:*

**MILITARY COLOR PHOTOGRAPH.** It should reflect your professionalism and *current* sharp appearance. Make sure you sign, date, and indicate your height/weight on the back of the photo. It may also be wise if applicable (and required by the board) to submit a DA Form 5500-R/5501-R, Body Fat Content Worksheet so the selection board will be cognizant of your true body fat ratio.

**MICROFICHE.** Normally boards mail you a microfiche if one is available. It may behoove you to contact the Officer Record Clerks nine months prior to a board and request a microfiche. They can be reached at 1 (800) 325-4118 Ext. 5175 or e-mail [ARO.Records@arpstl.army.mil](mailto:ARO.Records@arpstl.army.mil). You will need to furnish the Record Clerks with pertinent source documents missing from your fiche. Hopefully, these documents will be posted to your fiche prior to a board and mailed with your packet. BLUF: review your fiche carefully and submit required items not on it. Remember

that you must use the fiche sent by the board in determining what documents if any you need to forward to the board. **Military and civilian education, awards, and evaluations are all critical documentation** for boards and must be reflected on your fiche or submitted in hardcopy. An annotation on your ORB alone is not sufficient. In the final analysis, your fate depends on these key documents.

**ORB (Officer Record Brief).** Always be prepared for boards by keeping an up-to-date ORB. The Record Clerks can assist you in this endeavor. Take an old ORB; annotate changes in red, and forward with supporting documents to the Record Clerks. Again, please allow them sufficient lead-time to complete this task for you.

**OER/AERs (Officer Evaluation Report/Academic Evaluation Report).** The Record Clerks or your PMO may be able to assist with missing OERs if profiled copies are on your fiche. If not, you'll need to have your OER copies certified as true copies by the senior rater or PSNCO and forwarded for profiling at AR-PERSCOM.

**LETTER TO THE BOARD PRESIDENT.** This is usually optional, but highly encouraged. Again, follow the basic guidelines set forth in your packet requirements. A letter should be neat, concise, and contain no misspelled words or grammatical errors. Use the **KISS** method, keeping it no longer than one page. As the DA Secretariat once indicated, "If it's important and not in your file, send a letter."

Officers must ensure their records (ORB-photo-fiche) are always up-to-date. As noted by a past board president, "Packets lacking *required* information, containing conflicting documents, or just plain sloppy give a negative perception." Equally bad as missing documentation, is forwarding extraneous information not outlined in the MOI. Just as your photograph is an extension of yourself, so are the documents you submit. Take the necessary time to submit a professional packet. Your PMO stands ready to assist you on packet interpretations and suggestions.

Stay in touch and always keep your address up-to-date. Remember, boards mail packets to the address in the system. If it isn't correct, you may never know you were sent a packet or it may arrive too late for proper submission. Don't make your PMO cringe when you say, "*Board? What board?*" Your PMO cannot perform miracles, so do your homework and don't wait until the last minute! To paraphrase a familiar saying, "A lack of prior planning on your part does not constitute an emergency for your PMO." PMOs normally handle 50 telephone inquiries/emails daily and may already have several emergencies on their plate. Ultimately, you and your PMO help each other to ensure you submit the best packet in a timely fashion.

Your PMO is ready to assist you. The e-mail address format is [firstname.lastname@arpstl.army.mil](mailto:firstname.lastname@arpstl.army.mil)

# Take NCOES courses seriously

by Master Sgt. Janet DeVos

Active Guard Reserve enlisted soldiers must attend the Active Army resident NCOES course appropriate for their grade per Army Regulation 135-18, The Active Guard Reserve Program.

AGR soldiers are scheduled for professional development courses by their personnel management noncommissioned officer (PMNCO), not by the unit of attachment's Army Training Requirements and Resources System (ATTRS) operator. The soldier is notified by the PMNCO or professional development military technician of the class dates prior to publication of orders. Orders are published and forwarded electronically and by regular mail.

Effective Sept. 23, 1999, Maj. Gen. Thomas J. Plewes, chief of the Army Reserve, outlined a policy subject titled "Individual Training Performance within the U.S. Army Reserve (USAR)" which continues to remain in force. The policy states that:

"b. Unit first sergeants will provide written counseling to all enlisted soldiers

scheduled for school training, and unit commanders to their officers, which addresses at a minimum the ramifications of lost training seats. Chain of command interest and administrative follow-through should ensure our soldier's successful attendance at their scheduled courses.

d. The first GO in the soldier's chain of command is the only official authorized to cancel a valid reservation or grant a waiver within the 45-day window of the start date of any course. Furthermore, the first GO in an Active Guard and Reserve soldier's chain of command must provide a letter identifying the reason why an AGR is a no-show, fails to pass the APFT, or is not found in compliance with AR 600-9."

The ATTRS message system is not the appropriate avenue to request cancellations. The soldier must forward supporting documentation to the PMNCO. The PMNCO will notify the professional development military technician as long as the reason for cancellation is within current regulatory guidance.

## Updating your address is your responsibility

by Master Sgt. Janet DeVos

On page 19 of the October/November 1999 Hub magazine's Gateway insert, an article, titled the same as above, emphasized the need to contact your personnel management non-commissioned officer when your address or phone number changes.

The article emphasizes that the Active Guard Reserve Management Information System (AGRMIS) is the database that must have the current information for an Active Guard Reserve (AGR) soldier.

This database is unique to the AGR Program and is managed at the Full Time Support Management Directorate in St. Louis.

Several calls were made to the U.S. Army Reserve Command (USARC) in Atlanta, requesting view access to AGRMIS. Updates to AGRMIS are limited to the PMNCOs at FTSMD.

The article was intended to clarify that, in addition to all the other databases you must update, as an AGR soldier you must ensure your PMNCO has first priority when your address or phone number changes.

## Get your evaluation to the right place

by Sgt. First Class Kenia Bultman

All Regular Army evaluations for soldiers assigned or attached to AR-PERSCOM must be forwarded to: Commander, AR-PERSCOM  
ATTN: ARPC-ZHC (Staff Sgt. Arla Tweedy)

1 Reserve Way  
St. Louis, Mo. 63132-5200.

Tweedy will review them and then forward the evaluations to the appropriate area at Department of the Army.

All evaluations on Active Guard Reserve (AGR) soldiers, Active Duty Special Work (ADSW), Annual Training (AT), and Active Duty for Training (ADT) are to be forwarded to: Commander, AR-PERSCOM  
ATTN: PSV-EO, Bldg 100, Col 4-G-19  
1 Reserve Way, St. Louis, Mo. 63132-5200.

For accountability, use a transmittal letter addressed to Evaluations.

RC CAPTAINS  
DOR ADJUSTED FOR SOME  
*continued from page 11*

The program covers reserve officers of the Army Promotion List, the Army Medical Department and Chaplain promotion competitive categories. It will only apply to officers who were first-time selects after having their promotion consideration delayed one year, Vickers said.

Under a notification plan, the National Guard Bureau and Office, Chief of the Army Reserve, will provide updated mailing addresses for the officers concerned to the Office of Promotions (Reserve Components). That office will mail information packets containing all required application forms and instructions. The forms will be color-coded for each phase of the program.

Officers who believe they are eligible under the first phase -- and do not receive their packets by June 15 -- should contact: Office of Promotions (Reserve Components), ATTN: TAPC-MSL-N (DOR), 9700 Page Ave., St. Louis, Mo., 63132-5200.

Included in the notification packets for the first phase will be a certification to be filled out by the officer's unit or former unit. If officers were Individual Ready Reservists, Individual Mobilization Augmentees, or members of the Active Guard and Reserve between November 1996 and March 1997, their personnel managers should fill out the certifications. The certifying official will confirm the officer was either in a captain's position, or would have been assigned to one, if that person had been recommended for promotion by a mandatory board convening between November 1996 and March 1997. They will also certify that the officer was fully qualified to be promoted at that time.

Each officer should mail the completed forms and requested documentation to the Army Board for Correction of Military Records in Washington, D.C. At ABCMR, a board will consider each case individually, determining if the officer is eligible for an adjusted DOR and, if so, what it should be.

Phase two of the program -- affecting those officers originally considered under the November 1998 through March 1999 boards -- should begin by early September.

Phase three, which will consider officers whose first-time consideration was delayed to the November 1999 through February 2000 boards, is scheduled for later in 2000.

# Officers needed for new Acquisition Corps

by Maj. Francisco Espallat

Career opportunities and specialized training are now available for Army Reserve officers interested in the development and procurement process for the Army's combat service support and combat support systems.

In December 1999, the Chief, Army Reserve, Maj. Gen. Thomas J. Plewes, approved establishment of the U.S. Army Reserve Acquisition Corps.

The corps' purpose is to support the Army's need for trained and motivated USAR officers to work in key acquisition positions throughout the Army. The Army Reserve's entry into the Army Acquisition Corps emphasizes the continued integration of the Reserve with the Active Army.

As part of the new USAR corps, 53 full-time Active Guard/Reserve positions will be established within Project and Product Management commands (TACOM, CECOM and AMCOM), the USARC, OCAR and within STAMIS/IT commodity commands.

The acquisition positions (51A) will be created at commands which are aligned with Army Reserve core competencies. AGR contracting (51C) and System Automation (51R) positions will also be established in the near future to support USAR contracting and information technology needs.

Interested Army Reserve officers, in the grades of captain through colonel, may be

qualified to receive the Acquisition Functional Area (FA). Individuals must have previous experience or currently hold civilian employment in this field. This includes those who hold program management, software development and systems engineering positions at their companies.

Qualified reservists will receive specialized training and unique assignments to help them develop their skills as acquisition professionals.

## Dual Tracking

A unique feature available to Army Reserve officers is the ability to dual track. This means an individual can pursue career opportunities in his or her basic branch or other functional area and still be eligible for Army Acquisition Corps training and assignments.

Army Reserve acquisition officers are expected to gain the required experience within their full-time civilian jobs.

Because the AAC does not have battalion or brigade command equivalent positions available to non-full-time reservists (These positions are available to AGR officers as product managers (lieutenant colonel) and project managers (colonel)), acquisition officers can continue to take opportunities to command battalions or brigades within their basic branch or FA. Successful command increases potential for promotion. After holding command positions, these officers may then opt to pursue assignments in the acquisition field.

## USAR Acquisition Corps population

The USAR currently has 173 Troop Program Unit and 472 Army Acquisition Corps positions that will be centrally managed for schooling and level certification at the Army Reserve Personnel Command.

## USAR Acquisition Corps assistance

The Acquisition Personnel Management Office has been established at AR-PERSCOM to support career management, training coordination and certification for all Army Reserve officers. The APMO is the central point of contact for all Acquisition Corps personnel management issues.

## Find out more

Interested individuals with the required experience can find out more about training and assignment opportunities available only to AAC officers by completing the Army Acquisition Workforce/Corps-Reserve Component (AAW/C) Data Call Packet at <http://dacm.sarda.army.mil> Select the "news" option and scroll to the link at the bottom of the page.

For additional information contact the Army Reserve Acquisition Personnel Management Office at AR-PERSCOM at 1(800) 325-4972.

*Maj. Francisco Espallat is chief of the Acquisition Personnel Management Office at AR-PERSCOM.*

# Sign up for USAR Senior-Level Personnel Conference

The U.S. Army Reserve Personnel Command will sponsor the Worldwide USAR Senior Level Personnel Conference at AR-PERSCOM in St. Louis, Mo., May 17 to 19.

The conference is geared to senior-level personnel managers, such as deputy chief of staff for personnel, or DCSPER; senior civilian personnel manager; and/or senior noncommissioned personnel officer.

Find out more about the conference, including hotel accommodations, by visiting the AR-PERSCOM web site at <http://www.army.mil/usar/ar-perscom/arpercom.htm>

Uniform is class B for military and business casual for civilians.

Registration will start at 10 a.m. May 17. There will be a \$20 non-reimbursable registration fee to cover the cost of catered breaks

during the conference and a social mixer beginning at 6 p.m. May 17 at the Renaissance Hotel.

On Armed Force Day, May 20, AR-PERSCOM is hosting the Army Arch Run, a sanctioned half-marathon starting at AR-PERSCOM and ending near the St. Louis Gateway Arch. Early registration up to May 15 is \$15, which includes the price of a T-shirt. The cost after May 15 is \$20. (*See story on page 22.*)

Guarantee your seat at the conference by contacting Capt. Kenneth Fields and Master Sgt. James Baxmeyer at DSN 892-0408 or commercial (314) 592-0408. E-mail addresses are [kenneth.fields@arpstl.army.mil](mailto:kenneth.fields@arpstl.army.mil) or [james.baxmeyer@arpstl.army.mil](mailto:james.baxmeyer@arpstl.army.mil) Specify if you or another attendee in your party is interested in participating in the Army Arch Run.

Continued from page 9

# IM-IRR: Intensively managed IRR

the IRR was discussed with Maj. Gen. Thomas J. Plewes, chief of the Army Reserve, in the fall of 1999. Plewes, like other Army senior leaders, was concerned that the strength of the IRR was diminishing too rapidly and could result in the Army not having the pre-trained soldiers needed to fill units in the event of war or national emergency.

IRR strength has declined from a high of around 430,000 soldiers in 1994 to approximately 180,000 currently. However, despite this decrease, the Army's demand for IRR-soldier usage has steadily risen. Plewes has expressed confidence that intensive management of the IRR is a sound idea for improving personnel management and improving soldier retention for key IRR soldiers. He directed AR-PERSCOM officials to develop a proposal to be given to Army senior leadership for a program he dubbed "Intensive Management of the IRR" (IM-IRR).

In putting together the proposal, the first step was to identify a subset of the IRR to intensively manage. The focus was on IRR requirements to meet peacetime missions and missions that directly support the national military strategy.

**A**R-PERSCOM planners and proponent members determined the IRR requirements needed to support a two-major theater of war (MTW) partial mobilization scenario using the Mobilization Manpower Planning System (MOBMAN).

During 1999, IRR soldiers conducted approximately 3,500 peacetime missions and an additional 8,600 were assigned to Selected Reserve positions. Using MOBMAN, command officials identified the Army's current shortfall for filling wartime requirements during the first 30 days of a partial mobilization.

The next step was to take the MOBMAN data and stratify it with the Pre-trained Individual Manpower (PIM) model designed by the AR-PERSCOM Personnel Proponency Office (PPO). By comparing these different groups of requirements, analysts targeted a population of approximately 61,000 IRR soldiers, by grade, mili-

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## The IM-IRR program is a winning concept for the Army, AR-PERSCOM and the soldiers it supports.

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tary occupational specialty and area of concentration, who would be needed to fill peacetime missions and support the NMS. These requirements became the subset of the IRR that will be intensively managed.

The PIM model was then applied to the entire IRR population, stratifying the results into one of six different tiers. The PIM model answered two basic questions. First, according to MOBMAN, are the soldier's grade and skill needed for the warfight? And second, is the soldier ready for mobilization? The length of time since the soldier had last trained in his MOS or AOC was also considered.

The following tiers resulted from the stratification process:

**Tier 1**—7,574 soldiers have the grade and MOS/AOC needed for the warfight, are ready for mobilization, and have trained in the past 24 months.

**Tier 2**—20,573 soldiers have the grade and MOS/AOC needed for the warfight, are ready for mobilization, but have not trained in the past 24 months.

**Tier 3**—6,730 soldiers have the grade and MOS/AOC needed for the warfight and have trained in the past 24 months, but have personnel management issues which must be corrected before they will be ready for mobilization.

**Tier 4**—2,076 soldiers have the grade and MOS/AOC needed for the warfight, have personnel management issues which must be corrected before they will be ready for mobilization, and have not trained in the past 24 months.

**Tier 5**—78,783 soldiers do not have the grade and MOS/AOC needed for the warfight but are ready for mobilization.

**Tier 6**—50,239 soldiers do not have the grade and MOS/AOC needed for the warfight and are not ready for mobilization.

Additionally, there were approximately 20,000 IRR soldiers who, for various reasons, could not be stratified using the PIM model.

**U**sing this stratified data, planners found that the current IRR pool only had 7,574 soldiers -- of the 61,000 soldiers needed in the first 30 days of a partial mobilization -- who had trained in the past 24 months and were ready to mobilize. By adding Tier 3 soldiers, provided personnel issues can be corrected, only 14,304 ready soldiers had trained in the past 24 months. This left a shortage of about 43,700 soldiers needed in the first 30 days of the warfight.

Adding tiers 2 and 4 (those who had not trained in the past 24 months) only provided 36,953 soldiers to fill the 61,000 requirement. This left a shortfall of 24,000 IRR soldiers needed for the warfight.

To fill the balance of the required 61,000 needed during the first 30 days of a partial mobilization, AR-PERSCOM will have to identify soldiers in Tier 5 who can be re-trained into lacking MOSs and AOCs.

The bottom line is that in order to assemble and maintain a pool of 61,000 IRR soldiers who are trained and ready for mobilization in the first 30 days of a partial mobilization, AR-PERSCOM must have career managers dedicated to intensively manage this specific subset of the IRR. The current average staffing of one career manager for 2,300 IRR soldiers provides only one-half hour of personnel management per soldier per year, and has proven inadequate. If staffing levels are not increased, assurance cannot be provided that all 61,000 IRR soldiers will be available within the first 30 days of a partial mobilization.

To intensively manage these soldiers according to the Defense Integrated Military Human Resource System functional categories, an increase of 103 managers or technicians will be needed to supply approximately four hours of HRLCM to each soldier.

*continued on page 28*



## ARMY VALUES

# DUTY: Fulfill your obligations

by Andrea Wales and Robert E. Slosson

*This feature spotlights employees who live the Army values. To read a list of the seven values, see the accompanying story on this page.*

A military personnel clerk for the Officers Management Directorate (OPT), who specializes in helping Aviation Branch reservists, exemplifies the Army value of duty.

Kathy Passanise came in on Saturdays to “catch up” on her work as she had been off dealing with two seriously ill parents. Her father required immediate quadruple by-pass heart surgery. At the same time, her mother suffers from end-stage Alzheimer’s and requires constant care. Passanise was scheduled for leave beginning, unbeknownst to her, the same day her father was taken into surgery.

Passanise used up all 92 hours of her “use or lose” leave, then took a week each of annual and sick leave. Her team members in OPT collectively shared her workload while she cared for her parents, but it wasn’t enough. Although there is an aviation personnel management officer (Maj. Roy Hall), Passanise is the only tech able to provide Aviation Technical Support.

Passanise started working Saturdays a month after she started her leave because she is responsible for figuring the Aviators worksheet and Gate Letter, which qualifies them for Aviation Career Incentive Pay. The 12-, 15- and 18-year Gate Letters show the aviator’s Total Operational Flying Duty Credit, or TOFDC, in months. If the aviator maintains a current Flight II Physical and has accumulated the required months of

TOFDC, he receives an additional \$850 a month pay.

The message from Collins, fearing he would lose his aviation flight pay benefits if he did not have a current Aviation Gate Letter, was left on Passanise’s desk two days after she went on leave. This month-old request was Passanise’s No. 1 priority.

“I know what it means to look forward to your regular paycheck: I needed to handle Maj. Collins’s request as soon as possible so he could continue to be paid without interruption,” Passanise said.

Passanise credits her father for instilling in her a strong work ethic.

“He missed only two days of work (for the death of his parents) in his entire work career of 55 years. He advised us, ‘When someone hires you to work, you give 110 percent every day and be thankful you have a job to get up and go to every day.’ I guess it is ironic I ended up working for the Army, whose motto is ‘Be all you can be,’ ” Passanise said.



Kathy Passanise

## Values briefing given to civilians

After briefing his soldiers on Army values recently, the AR-PERSCOM commander did the same for his civilian employees March 27 and 28.

“I thought we should share that we are one team. We work as a composite organization,” Col. Timothy W. Cannon said.

Cannon said all employees — military and civilian — need to appreciate values because everyone makes decisions based on them.

“Army values lead you where you want to go,” he said. “They are the fundamental building blocks that enable us to discern right from wrong in any situation. Army values ... support one another: You can’t follow one value and ignore another.”

The chief of staff of the Army, Gen. Eric K. Shinseki, also acknowledges the importance of Army values:

“We are, have been and will remain a values-

based institution, where

- Loyalty;
- Duty;
- Respect;
- Selfless service;
- Honor;
- Integrity; and
- Personal courage

are the cornerstone of all we do today and all our future successes.”

Cannon gave examples of these values in action, naming Harmon Williams, a disabled contract employee, as a person who embodies the value of duty. Williams, the care-

taker of the break rooms in the Prevedel Build-

ing, was out for two weeks with pneumonia. One day, a woman was cleaning the first-floor break room. When asked who she was, she replied, “I’m Harmon’s sister (Rhonda Clark). He asked me to come down to do this duty.”

Cannon stressed the relationship between Army values and the way military and civilian employees work through their daily routine.

“As we face the many challenges every day, we must remember that we represent the Army. Leading, supervising, training and caring for soldiers are just a few of the many responsibilities through which we must carry ourselves based upon Army values,” Cannon said. “We must understand them and live by them throughout our daily lives. They provide the link between our mission and our vision.”

AR-PERSCOM’s mission is “to provide the highest quality personnel life-cycle management and services resulting in a trained and ready force in support of the national military strategy.” Its vision is “Precision Military Human Resource Management @ the Speed of Electrons.” (A.W.)



Harmon Williams

# The Army Arch Run Half-Marathon

## Armed Forces Day 2000/May 20

**ST. LOUIS** - Since 1994, military and civilian personnel at the U.S. Army Reserve Personnel Command, called AR-PERSCOM, have been up before the light of dawn, putting on their running shoes and making a 13-mile jaunt called the Arch Run. This voluntary team-building effort started at the command's headquarters in suburban St. Louis and finished at the Gateway Arch in downtown St. Louis.

AR-PERSCOM commander Col. Timothy Cannon recently invited all members of the Department of Defense, Coast Guard and civilian community to join AR-PERSCOM in this competition. The inaugural Army Arch Run is being held in conjunction with Armed Forces Day, Sat., May 20. This is a perfect opportunity to further the military's presence within the civilian community in the St. Louis area and to interact with others in the Department of Defense.

The Arch Run is not just for runners. Walkers and wheelchair participants are encouraged to compete. Competition will include 14 individual categories, including wheelchair and walker divisions, and 10 team categories, including three military divisions.

Walkers and wheelchair participants will start at 6:30 a.m. and runners will start at 7:15 a.m.

The cost is \$15 per person for registration made by May 13 and \$20 per person for registration made between May 14-18. Registration can be made via the Internet or by filling out the paper form. Fleet Feet Sports, Inc., is handling registrations as well as administering the race.

The moderately hilly, USA Track and Field-certified course starts in Overland, Mo. at the Federal Records Center, 9700 Page Ave. Participants will head south on Woodson Road (which turns into



McKnight Road) and then east on Delmar Boulevard. At Grand Boulevard participants will go south to Washington Avenue and then east toward the Mississippi River. At Leonor K. Sullivan Boulevard participants will head south for the finish line located just south of the Gateway Arch.

Free parking is available for privately owned vehicles at the start area and free bus transportation will be available to take participants from the finish area to the start area. The buses will leave the finish area approximately every 30 to 45 minutes beginning at 9:30 a.m.

### Registration

Registration by mail must be POSTMARKED BY MAY 13.

Registration may be made online at <http://fleetfeetsports.com>.

[safeshopper.com/](http://safeshopper.com/)

A hard copy form is available on the next page and at <http://fleetfeetsports.com/archrun.htm>

Registration may be faxed to Fleet Feet at: (636) 447-2452.

Registration may be mailed to:

Fleet Feet  
3899-F South Service Road  
St. Peters, Mo. 63376.

If paying by check or money order, make payable to:  
AR-PERSCOM MWR.

To learn more about the Army Arch Run visit the web site at: <http://www.army.mil/usar/ar-perscom/archrun.htm> or contact Chief Warrant Officer Richard Swanson at: (314) 592-0000 Ext. 0205 or e-mail: [richard.swanson@arpstl.army.mil](mailto:richard.swanson@arpstl.army.mil)

## REGISTRATION FORM

It is my sincere goal to complete The ARMY ARCH RUN HALF-MARATHON as a:

Runner \_\_\_\_\_ Walker \_\_\_\_\_ Wheelchair \_\_\_\_\_  
(Are you a veteran Yes \_\_\_\_\_ No \_\_\_\_\_)

Name \_\_\_\_\_

E-mail Address (if applicable) \_\_\_\_\_

Address \_\_\_\_\_

City/State/Zip \_\_\_\_\_

Phone ( ) \_\_\_\_\_ Date \_\_\_\_\_

Date of Birth (MM/DD/YY) \_\_\_\_\_

T-Shirt Size (Circle):      S      M      L      XL

Your best half-marathon finish time in the past year: \_\_\_\_\_ Minutes \_\_\_\_\_ Secs

Are you running as part of a team? \_\_\_\_Yes \_\_\_\_No

Team name: \_\_\_\_\_

**TEAM DIVISION ENTERING:** OPEN Men \_\_\_\_\_ OPEN WOMEN \_\_\_\_\_ MIXED OPEN \_\_\_\_\_ MASTERS MEN \_\_\_\_\_  
MASTERS WOMEN \_\_\_\_\_ MIXED MASTERS \_\_\_\_\_ MILITARY MEN \_\_\_\_\_ MILITARY WOMEN \_\_\_\_\_  
MIXED MILITARY \_\_\_\_\_

**Waiver of Liability:** In consideration of your accepting this entry, I, the undersigned, intending to be legally bound, hereby, for myself, my heirs, executors and administrators, waive and release any and all claims for damages, loss of personal property, demands, actions and causes of actions, administrative or legal, against the U.S. Army Reserve, U.S. Army, Department of Defense, the Federal Government, Fleet Feet Sports, Inc., the Cities of St. Louis, University City and Overland, St. Louis County, their affiliates, officials, representatives, contractors, employees, successors and assigns for any and all injuries suffered by me in this event. I agree to abide by any decision of a race official relative to my ability to safely complete the run. I attest and verify that I am physically fit and have sufficiently trained for the competition of this run. Further, I hereby grant full permission for the free use of my name and/or any photographs, videotapes, audio recordings and any other record of this event for any legitimate or lawful purpose. No endorsement of Fleet Feet Inc., or its services or products, by the Federal government or its agencies or instrumentality is inferred or intended by its participation in this event.

**Signature** (parents signature if under 18) \_\_\_\_\_

**DATE:** \_\_\_\_\_

**Complete the form and Mail or hand deliver with payment to:**

Fleet Feet Sports, Inc.

3899-F South Service Road, St. Peters, MO 63376      Make checks payable to: AR-PERSCOM MWR

**If FAXing** this form complete the following information and send to: (636) 447-2452

VISA Card \_\_\_\_\_ MasterCard \_\_\_\_\_ American Express Card \_\_\_\_\_ Discover Card \_\_\_\_\_

Credit Card # \_\_\_\_\_

Expires: \_\_\_\_\_ Name as it appears on the card: \_\_\_\_\_



## The Holocaust and the new century

by Maj. Richard Cardenas  
Equal Opportunity adviser

AR-PERSCOM will host the 2000 Days of Remembrance Observance May 2 at 1 p.m. in the Great Halls. The work of some local artists will be on display in the atrium, and there will be some "human interest" stories.

This year's guest speakers are Heidi Epstein and Floyd Dade, who will provide an informative account as to their experiences during this time. Ethnic food sampling will be provided by Robin's Nest, the Federal Records Center's food-service contractor.

The power of the Holocaust is that it demands people confront themselves in the very ways they generally avoid — forcing a burden of understanding that should provoke dread — a tiny glimmer of inspiration as well, but primarily dread. Even as it tells the hideous and unprecedented story of what Nazis did to Jews and others, it also tells a tale of caution about what human beings did — and can do — to other human beings. It shines a pitiless light on bystanders as well as perpetrators and collaborators. It teaches people that indifference is not neutral; silence always aids the perpetrators.

Auschwitz is now enshrined as one of the pivotal symbols of the past century, but remembrance of the Holocaust in the 21st century must be more than symbolic, for it is an event that addresses the very essence of humanity.

The last decade amply demonstrates that genocide is not a European phenomenon, but a human one, one that has been repeatedly tested and perfected throughout the 20th century.

## THE WHOLE STORY: Government travel cards in the U.S. Army Reserve

FTS personnel and TPU soldiers who travel more than twice yearly should be issued the card to reduce out-of-pocket expenses. IMA and IRR members who perform frequent periods of active duty should also be considered for issuance.

by Lt. Col. Michael A. Dangerfield  
Office of the Chief, Army Reserve

Starting May 1, all Department of Defense travelers will need to use or have a government travel card during the course of official travel.

The 1998 Travel and Transportation Reform Act (TTRA), along with Government Services Administration and DOD instructions, states that all classes of employee must use the card for travel (i.e., the mandatory use clause). If strictly adhered to, the policy of mandatory use would require all USAR civilian and military members to have a travel card, increasing the Army Reserve's cardholders from 16,300 to over 550,000.

The Office of the Chief, Army Reserve guidance to the field reaffirms current guidance. Full-time support personnel and Troop Program Unit members who travel more than twice yearly should be issued the card to reduce out-of-pocket expenses. Individual Mobilization Augmentee and Individual Ready Reserve members who perform frequent periods of active duty should also be considered for issuance. Their agency of assignment will issue them

a travel card. This policy complies with the intent of the law and DOD policy.

The law requires most expenses on official travel to be charged to the card and gives commanders the authority to take appropriate punitive measures against those who abuse or fail to use their cards during official travel. If a traveler has a valid expense connected to performance of official travel he will be reimbursed regardless of the method of payment (i.e., government or personal credit card, check or cash).

Unit commanders or their designated representatives will examine all situations in which a travel card may be required. The government charge program is a management tool. Commanders are responsible for the program's success or failure.

There are two other provisions of the law that are equally important:

Collection of amounts due to the contractor from employee's net pay: TTRA authorizes (but does not require) agencies to collect travel charge card debts incurred by agency personnel. At this time, DOD does not intend to exercise this discretionary provision of the TTRA. Instead, the vendor must follow the normal garnishment procedures.

Timely reimbursement of travel expenses: DOD personnel must be reimbursed for authorized travel expenses no later than 30 days after submission of a proper travel claim to the approving official. Where payment of the travel settlement takes longer than 30 days, a late payment fee is payable based on the Prompt Payment Act interest rate beginning on the 31st day after the submission of a proper travel claim and the date that the payment is paid. The only exception to the requirement for this payment is when the payment would be less than \$1.



# *Frequently asked questions about government travel card for USAR*

**Q:** Do I have to have a card?

**A:** Card issuance is based on need. If you travel and could incur unreasonable out-of-pocket expense, you will be considered for a card. Commanders will issue cards to reduce your out-of-pocket expenses and enable you to get a cash advance from the ATM.

**Q:** On the card application, it asks for a credit check, will this affect my credit report?

**A:** No, the inquiry on your credit report will state an inquiry only. No record of the card being issued or your payment history will appear on your credit report. It can only appear on your report if you supply the card data on a application for credit or if you are 120 days late in paying your bill. The vendor can then place it on your credit report.

**Q:** What happens if I check No, on authorizing a credit check on the application?

**A:** Automatically, the credit card vendor will release a recommendation to issue a restricted card. The restricted card has lower dollar limits on its use and will have to be activated by your command each time you travel.

**Q:** What will the agency program coordinator see on my credit report?

**A:** They will never see your credit report. They will receive an e-mail or call stating a recommendation for a standard or restricted card. The card vendor is forbidden from giving your agency anything but this information.

**Q:** If I am issued a card, do I have to use it?

**A:** The card is a tool to assist you in not having out-of-pocket expenses for official travel. You can choose to use your own cash and personal credit cards for trip expenses if you wish. However, if you have been issued a travel card, you will be blocked from receiving any cash advances from the Defense Finance and Accounting Service.

**Q:** Can I refuse the government travel card?

**A:** Yes, you can refuse to process an application (but remember, card issuance is based on need). However, if you choose to do so you will be considered by your agency as having a card and will be prohibited from gaining travel advances.

**Q:** I heard that unless you used your card DFAS will not pay you?

**A:** False. If you have a valid expense connected to performance of official travel, you will be reimbursed regardless of the method of payment.

**Q:** What has to be charged with the card?

**A:** Lodging, rental cars and any expenses that are connected with official travel.

**Q:** What charges are exempted from charging to the card?

**A:** The following expenses are not required to be charged: Laundry/dry cleaning, parking, local transportation system fares, taxi fares, tips, meal charges (when the card is not accepted) and telephone calls (when a government calling card is available). A good rule of thumb is, if they don't take credit cards, pay cash.

**Q:** My voucher took more than 30 days to process: How do I get a late fee?

**A:** Pending implementation of system changes, if a traveler believes that late payment fees are due, you must submit a supplemental travel claim for late payment fees. Each supplemental travel claim will be submitted through your approving official, who will annotate the claim with the date that the original travel claim was received. The only exception to the requirement for this payment is when the payment would be less than \$1.

**Q:** How do I determine if my fee exceeds the \$1 threshold?

**A:** DFAS shall include on its web site a "settlement time" calculator that estimates the late payment fees due to travelers, if any.

# Promotion to captain

Failure to show proof of a baccalaureate degree means pass over

by Maj. Joseph E. Whitlock

Promotion boards are finding fewer educationally qualified U.S. Army Reserve first lieutenants now than at any time in the past 10 years.

Over the last two years, the Captain Army Promotion List (APL) board has averaged only 32 percent educationally qualified. This is down from about 87 percent or higher in earlier years.

A first lieutenant who is not shown to be educationally qualified at a promotion board has no chance of being selected for promotion. Education qualification consists of two parts -- military and civilian.

The military education requirement for promotion to captain is completion of a resident officer basic course. That proof is provided to a board in the form of an OBC diploma or an Academic Evaluation Report (DA Form 1059). This is not a problem because almost all first lieutenants complete OBC before ever being promoted to first lieutenant.

**The biggest problem** for promotion to captain is missing proof of the civilian education requirement which is a baccalaureate degree.

This is a new requirement since the Oct. 1, 1996, implementation of the Reserve Officer Personnel Management Act (ROPMA).

A transcript or diploma, indicating a baccalaureate degree was awarded, is the only acceptable form of proof before a promotion board, according to Lt. Col. Sam Nichols, chief of the Secretariat for Department of the Army Selection Boards (Reserve Components) in St. Louis.

In the past two years almost all officers passed over for promotion possessed a baccalaureate degree but, for various reasons, the board did not have proof of the degree.

First lieutenants who are not shown to be educationally qualified for promotion will not be selected no matter how many top-block officer evaluation reports they may have received.

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## **The Captain APL promotion board has become a career “choke point” where the USAR is losing many quality officers.**

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The result is that the Captain APL promotion board has become a career “choke point” where the USAR is losing many quality officers. ROPMA requires all first lieutenants who are passed over twice for promotion to captain to be separated from the Army. The vast majority of these officers simply lacked proof of a baccalaureate degree in their board promotion consideration file. Over the past two years this problem has contributed to the shortage of troop program unit (TPU) company-grade officers in the USAR and has reduced the pool of officers available in the Individual Ready Reserve.

Take a look at the low numbers of educationally qualified first lieutenants reviewed by the captain APL board over the last two years:

For example, only 629 of 976 (64 percent) of first-time considered first lieutenants in TPUs were seen as educationally qualified by the Captain APL board in 1998. Similarly, only 332 of 1,268 (26 percent) of first-time considered first lieutenants in the IRR were qualified. A significant drop in qualification across all board categories is seen when compared to the 1995 pre-ROPMA board.

The Personnel Propensity Office at the Army Reserve Personnel Command conducted a random sampling of the PCFs of passed-over officers from the 1998 Captain APL board. The findings indicate that the lack of proof of civilian education is the

overwhelming factor in non-selection.

This sample of 104 PCFs revealed that 80 officers (77 percent) did not have proof of civilian education. Forty-seven of those same 80 officers did have a baccalaureate degree or higher annotated in the Total Army Personnel Database -- Reserve (TAPDB-R). However, this data field cannot be used as proof of a baccalaureate degree during a promotion board. The problem is not that lieutenants do not have degrees -- it is that boards don't know they have degrees.

What can Army Reserve lieutenants and USAR leaders do to improve this situation?

■ First, make sure the board sees documented proof of all missing education. The promotion notification memorandum sent to all officers considered by this board may also include a microfiche. First lieutenants should check it and verify that both military and civilian education proof documents are on it. If not, missing proof documents must be sent directly to the board or the officer will not be seen as educationally qualified. This will result in a pass over for promotion. Even if these documents were provided earlier to AR-PERSCOM or another promotion board, if they are not on the microfiche they must be sent to the board again.

■ Second, USAR leaders must help spread the word about this requirement. Many officers know what the rules were when they made captain but ROPMA has changed these rules and many officers have not followed this critical change. Junior officers, by definition, are new at managing their careers.

They need all the guidance that can be provided to ensure they make all their gates and continue up through the ranks. Ensuring that all quality lieutenants are considered and selected for promotion is not only good for their careers, it is essential for their units and the future of the Army Reserve.

*Maj. Joseph Whitlock works in the Personnel Propensity Office at the U.S. Army Reserve Personnel Command.*

# NEWS NOTES



Photo by Sgt. 1st Class Frank Ulery  
AR-PERSCOM commander Col. Timothy Cannon and Dr. Joseph King Jr., acting chief executive officer and director of the Equal Employment Office, show off the Federal Executive Board agency award for the advancement of women.

## FWP HONORS

### AR-PERSCOM named a 'best agency'

The Federal Executive Board's Federal Women's Program Council's program was held at "Rose of the Hill" March 29. The U.S. Army Reserve Personnel Command won the agency award for agencies with more than 300 employees.

Dr. Joseph King Jr. accepted the award on the commander's behalf. The members of the Federal Women's Program committee and one nominee also attended.

Six women from the organization were nominated for awards:  
W. Denise Acon of the Chief Information Office;  
Peggy C. Hollingsworth of CIO;  
Shirley McPherson, also of CIO;  
Master Sgt. Silver L. Newton of the Command Judge Advocate;  
Karen Olendorff of the Officer Personnel Management Directorate; and  
Joy Thomas of the Enlisted Personnel Management Directorate.

AR-PERSCOM has been a leader in its class in its initiatives concerning the promotion and advancement of women. Its supervisors promoted 164 women out of 216, and 30 women were chosen for upward mobility out of 36.

This year's theme was "An Extraordinary Century for Women: Now Imagine the Future." The keynote speaker was a local woman, Ellen Reasonover, who had spent 16 years in prison for robbery and murder, crimes she didn't commit. Last October, Reasonover was exonerated.

Reasonover had contacted the police as a possible witness to the crime, and she was sentenced based on information given by two jail-house informants. She was sentenced to 50 years in prison and was one vote away from the death penalty. Reasonover said one of the jurors has been in constant contact with her and had stated that she hadn't been given enough information to convict her, yet she went along with the other 11 jurors. (R.J.)

## ALL WORK AND NO PLAY ...

### Bring Your Child To Work Day

The U.S. Army Reserve Personnel Command will celebrate Bring Your Child to Work Day April 27. To find out more about it, contact Geraldine Smith via electronic mail, or e-mail.

The observance evolved from Take Our Daughters to Work Day, created by the Ms. Foundation for Women and celebrated on the fourth Thursday in April. Take Our Daughters To Work Day is a national public education campaign (in its eighth year) where girls, ages 9 to 15, go to work with adult hosts.

To find out about the national observance, call 1 (800) 676-7780 or visit these web sites: [www.takeourdaughtersstowork.org](http://www.takeourdaughtersstowork.org) or [www.ms.foundation.org](http://www.ms.foundation.org)

## ARMY EMERGENCY RELIEF

### Donations welcome through May 15

The 2000 Army Emergency Relief annual campaign offers AR-PERSCOM employees the opportunity of "helping the Army take care of its own."

Your directorate or Special Staff representative will canvass your area to raise donations from soldiers, although civilians can also donate. If a representative does not contact you, call campaign coordinator Sgt. Maj. Walter Glatthaar at Ext. 0690.

To find out more about the AER program, visit <http://www.aerhq.org/>

## UNION NEWS

### New officers elected

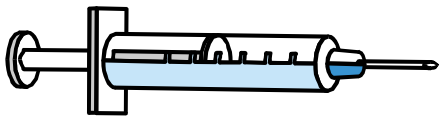
The American Federation of Government Employees Local 900 elected new officers recently. They are:

<b>President</b>	James Shepherd
<b>Vice president</b>	Benjamin Adkins
<b>Chief steward</b>	Rayburn Wilkins
<b>Treasurer</b>	Charrice Woodson
<b>Secretary</b>	Arnette Storey
<b>Sergeant at Arms</b>	Anthony Somerville

## ERRATUM

### Web address corrected

As a result of a source error, an incomplete web address for the Patient Administration Systems and Biostatistics Activity at Fort Sam Houston, Texas, appeared in the January issue of the *Hub*. To obtain a Patient Administration Deployment Guide, visit <http://www.pasba.amedd.army.mil/deployguide.html>



# Anthrax exemptions are ‘good medicine’

by Army Staff Sgt. Kathleen T. Rhem  
American Forces Press Service

WASHINGTON, Feb. 17, 2000 — Department of Defense officials are in the process of approving a policy that standardizes exemptions to the anthrax vaccination program. But, they said, they provided exemptions because it’s “good medicine,” not because of any concerns about the vaccine’s safety or efficacy.

The exemptions fall into two categories, administrative and medical, said Marine Maj. Gen. Randy L. West, special adviser to the secretary of defense for anthrax and bio-defense affairs.

The administrative exemption refers mainly to service members who are within 180 days of separation and are not likely to be deployed to one of the key anthrax-threat areas — Korea and Southwest Asia. The six-shot anthrax vaccination series takes 18 months to complete.

“If a person is within 180 days of discharge and not likely to be deployed to a high-threat area, it doesn’t make sense to start a program that takes 18 months to complete. We wouldn’t be able to complete the series while the person was on active duty,” West said. “However, if a person is within 180 days of separation and is in a hostile area or is unexpectedly deployed to a hostile area, we

will vaccinate them and give them as much protection as we can under the approved FDA protocol.”

The services were looking at the issue of exemptions for separating personnel differently, with recommendations ranging from 90 to 180 days. DOD officials decided to set one standard.

Medically speaking, certain individuals shouldn’t receive any immunizations, including anthrax.

“Anthrax is a mandatory vaccination, but we want it to be given just like every other vaccine,” West said. “If a person has a medical reason not to take the vaccine or to be temporarily exempt from taking it, we want that to happen.”

Medical exemptions fall into several categories.

- Adverse reaction to a previous anthrax immunization.
- Pregnancy.
- Currently taking corticosteroids or other immunosuppressant drugs.
- Recent illness or surgery.

West said these measures address “common-sense medical situations” but said he felt the exemptions provide clarification because of the public controversy surrounding the vaccine.

Randolph said medical exemptions have always been covered in the health-care providers briefing, but until now have not been spelled out in a single clear, concise guideline to servicemembers.

## IM-IRR PLAN AWAITING APPROVAL *continued from page 20*

Once the IM-IRR program is approved and begun, there will be additional challenges. For example, costs for sustainment and reclassification training will significantly increase. This will require additional funds from the Training Program Evaluation Group and Manning PEG during the Program Objec-

tive Memorandum process. Justifying and validating those requirements should become easier once the IM-IRR process is in place. Results from execution of IM-IRR will show the command’s capability to provide the Army with a relevant IRR force.

At that point, a trained and ready force will be available to meet the Army’s needs during the early days of a partial mobilization. This pool of recently trained soldiers will also be available to benefit Active Army, Army National Guard, and Army Reserve

units for mobilization and peacetime missions, and they will be valuable assets for redistribution into Selected Reserve positions. The IM-IRR program is a winning concept for the Army, AR-PERSCOM, and the soldiers it supports.

The IM-IRR initiative has also been tied into the AR-PERSCOM Strategic Management Plan. This will allow the program to become part of an overall move to define goals and establish measurable objectives for the command. (*See story on page 7.*)